



Health Services

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*To ensure access to high-quality,
patient-centered, cost-effective
health care to Los Angeles County
residents through direct services at
DHS facilities and through
collaboration with community and
university partners.*



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April 27, 2015

TO: Mayor Michael D. Antonovich
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe

FROM: Mitchell H. Katz, M.D.
Director

all for

SUBJECT: **QUARTERLY REPORT – THIRD QUARTER
ENDING APRIL 30, 2015 - IMPLEMENTATION
OF THE NURSE STAFFING PLAN**

On April 15, 2014, the Board approved positions recommended by the Chief Executive Officer (CEO) for the Department of Health Services (DHS) Nurse Staffing Plan (NSP), pending provision of additional information from DHS. The CEO, in conjunction with DHS, submitted a response dated May 12, 2014, which was accepted, allowing DHS to initiate NSP hiring in Fiscal Year (FY) 2014-15. The May 12, 2014, report also noted that DHS would submit quarterly reports on the progress of the NSP implementation. DHS is pleased to provide this report for the quarter ending April 30, 2015.

As background, FY 2014-15 is the first year of a four-year NSP plan to address compliance with mandated staffing ratios for licensed nurses and lift teams, and non-mandated staff to address patient safety and operational needs. The NSP was designed to ensure DHS operates efficiently and effectively in both inpatient and outpatient areas.

The FY 2014-15 Final Budget included the addition of 737.0 net budgeted positions for the hospital-based NSP, as well as 500.0 ordinance only positions, and related funding of \$14.1 million. The NSP includes the following components: 1) inpatient units with AB 394-mandated nurse to patient ratios and AB 1136 requirements for safe patient handling; 2) hospital-based clinics; 3) management, education, and employee health services (EHS) restructuring; and 4) health information management (HIM) offsets.

Recruitment and Hiring

DHS Human Resources in collaboration with Office of Nursing Affairs (ONA) and facility Chief Nursing Officers (CNO) continued to conduct

multiple successful on-site hiring fairs. Applicants are interviewed and selected by hiring managers in one central location. Selected applicants are given a contingent job offer and live scanned at the hiring fair upon acceptance of the contingent offer. HR also continued to expedite the processing and approval of PARs.

Listed below is a third quarter summary of NSP hiring:

Status of Hiring (Selected and offered employment):

Classification	Percent of items hired onto in Q3 as a percent of total Year 1 Target
Registered Nurse (RN)	97%
Licensed Vocational Nurse (LVN)	100%
Certified Medical Assistant	89%
Nursing Attendant	59%
Unit Support Assistant	74%
Clerk	100%
Dental Assistant	75%

Of the above, approximately 85% of the NSP hires have already begun working in their assigned location.

Reassignment Update:

All necessary reassignments were completed in collaboration with SEIU Local 721. Staff reassigned to other units or departments were provided hospital orientation and unit and departmental orientation. All HIM reassignments were completed and reassigned HIM staff were provided hospital orientation and unit and departmental orientation.

Orientation and Training

All NSP new hires complete facility and role-specific orientations. Additional training is provided for the following workforce members:

- RN specialty units: Training is provided by each facility for staff hired into the Intensive Care Unit (ICU), Emergency Room (ER), and Operating Room (OR). The breakdown of specialty nurses hired for the third quarter is as follows:
 - OR: 31 RNs hired; 9 completed training; 22 are continuing their training
 - ER: 79 RNs hired; 57 completed training; 22 are continuing their training
 - ICU: 54 RNs hired; 37 completed training; 17 are continuing their training

- Lift Team: Training is provided by the vendor of the lifting equipment on safe patient handling and mobility transfer; equipment management; use of beds and use of mobile weight scales. For the third quarter, 57 nursing attendants were hired for the lift team.
- Sitter: Training is provided by each facility on the responsibility of providing continuous in-person monitoring for patients requiring 1:1 observation. For the third quarter, 139 nursing attendants were hired as sitters.
- Transport Team: Training is provided by each facility on safe patient transport techniques. For the third quarter, 77 Unit Support Assistants were hired for the transport team.
- Certified Medical Assistant (CMA): Training is provided by medical and nursing leadership on the CMAs' role in a Patient Centered Medical Home (PCMH). As of the third quarter, 73 CMAs have been hired in the hospital-based clinics.

Reduction in Registry and Overtime Costs

The NSP reflects an 80% reduction in registry and overtime expenditures, phased-in with the second year of the NSP in FY 2015-16 and continuing through FY 2017-18. While the FY 2015-16 Recommended Budget will include the first phase of the registry and overtime reductions, DHS has already established additional expenditure controls. For example, overtime assignments require prior authorization and approval by a facility Nursing Director, and registry use requires prior approval by the facility Chief Nursing Officer. Facility use of traveler RNs for extended 13-week assignments requires authorization from the Office of Nursing Affairs. DHS facilities are proactively working to reduce overtime and registry utilization as the NSP hires complete orientation and training. Additionally, the Office of Nursing Affairs is working on a plan to extend the internal RN registry pilot project to all hospitals.

The NSP is a key element of DHS' strategy to attract and retain patients in the post-Affordable Care Act managed care environment. We appreciate your support in the implementation of this plan. If you have any questions or need additional information, please contact me or Vivian Branchick, Director of Nursing Affairs, at (213) 240-7702.

MHK:vb

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors